

3.0 Customer Focus

The primary mission of the 417th Base Support Battalion (BSB) is to provide Customer-driven Base Operations Support (BASOPS) to the soldiers and family members assigned to our footprint. This is a challenging task as our Customer and market profile is constantly changing, evolving with changes in demographics, operational tempo, the focus of the 417th BSB and Tactical Commanders, and the strategic plans of the command hierarchy. Nevertheless, we understand that quality in our products and services is impossible without a sound knowledge of who our Customers are and what they expect of us. Leadership's commitment, however, to the Army Performance Improvement Criteria (APIC) Core Values of Customer Driven Quality and Continuous Improvement and Learning, enable our organization to meet this challenge and to do it better every day.

3.1a(1) Our key Customer groups and market segments are determined by the 417th Base Support Battalion's Key Process Teams (KPTs) and Key Support Process Owners (KSPOs) then validated by the Customer Feedback Committee (CFC) and Command Group. The process that is used to accomplish this is defined in Figure 3.1-1.

Annually, the Systems Team for Analysis and Review (STAR) and Command Group are responsible for ensuring that our key processes are reviewed and validated as part of the Strategic Planning Process (SPP) (Figure 2.1-1). Throughout the course of the year, our Customer

Determining Key Customer Groups in the 417th BSB

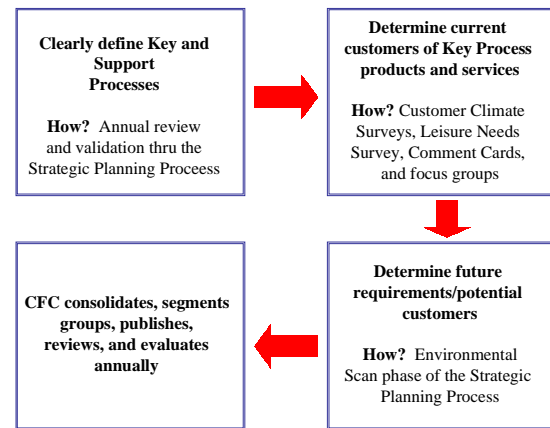


Figure 3.1-1

Information Channels (CICs) provide information to the KPTs and KSPOs as to the types of Customers receiving our products and services. One of our most valuable tools in this area is our Customer Comment Card (CCC), which tracks responses by key Customer group. The program enables us to target utilization rates and further define requirements specific to them. Additionally, during the Environmental Scan of our SPP, the STAR and the Executive Steering Committee (ESC) examine projected changes in operation, demographics, doctrine, and regulation in order to determine our future and

| Strategic Area | Key Requirements | Tenant Commanders | Youth 0-6 | Youth 6-12 | Youth 13-18 | Parents | Service Members | Spouses | Retirees | Higher HQs |
|--------------------------------|--|-------------------|-----------|------------|-------------|---------|-----------------|---------|----------|------------|
| Youth Programs | Accessible and Affordable Extracurricular Programs Adequate Employment Opportunities Accessible and Affordable Child Care Customer Driven Spiritual & Moral Development Programs | | X | X | X | X | | X | | |
| Facilities & Infrastructure | Responsiveness to Work and Service Requests Adequate Maintenance of Facilities Customer-Driven Programming of Facility Improvement | X | | | X | X | X | X | | X |
| Environmental Stewardship | Compliance with all Pillars of Environmental Management Responsiveness to Hazard Issues or Incidents Effective Communication of Environmental Requirements Community | X | | X | X | | X | X | X | X |
| Force Protection | Quick Response to Fires/Crimes/other Safety Related Issues Strict Adherence to Force Protection & Physical Security Regs Inspection of all Hazardous Workplaces Effective Crime Prevention Programs | X | X | X | X | X | X | X | X | X |
| Readiness & Deployment Support | Adequate Preparation of Families for Deployment High Quality Training Ranges and Facilities Timely Organization of Pre-Deployment Processing | X | | | | X | X | X | | X |
| Fiscal Stewardship | Timely and Appropriate Execution of Operating Budgets Exceed Standard for NAF NIBD as % of Total Revenue Maximization of Overhire Funding to Fill Required Positions | | | | | | X | X | | X |
| Quality of Life | Customer-Driven Recreation and Entertainment Programs and Facilities Quality Housing with Timely Delivery Effective Communication of Host Nation and Community Events | X | X | X | X | X | X | X | X | X |

Figure 3.1-2

potential Customers. All of this information is channeled to the CFC who segments our Customer groups based on common requirements (Figure 3.1-2), and meets annually for review and evaluation of its findings.

By virtue of their assigned missions which regulate supported areas, most agencies within the 417th BSB do not actively target Customers of competitors. We do, however, proactively identify potential Customers. For example, with the drawdown and downsizing in many United States Army Europe (USAREUR) installations, we were given the opportunity to restation the 12th Aviation Brigade from Wiesbaden to Giebelstadt Army Airfield, bringing a total of 690 new Customers to the footprint.

these channels to define requirements as they relate to the 417th BSB's key processes (Figure 3.1-2).

It is the responsibility of the ESC, KPTs, and KPSOs to identify the needs of future and potential Customers. Because in USAREUR we live in an environment of change, this step in the process is critical. We are continuously assessing the impact that this change will have on our Customers. Key staff of the 417th BSB, through the Environmental Scan phase of the SPP, are responsible for identifying trends which will impact our Customer base, Customer requirements, and the products and services we provide (Figure 3.1-1). Once these trends are identified, we develop strategies to meet related requirements (Figure 3.1-3) and this becomes part of our Strategic Plan.

| Strategic Area | Trends | Requirements/Expectations | Strategies |
|---|--|--|--|
| Quality of Life | Increased demand for off-post recreation activities with commercial level quality | These activities should be more readily available on-post | Provide expanded programs through RDS structure and services through contracts to gain diversity and standards not able to be resourced. |
| Force Protection | THREATCON level has remained at Alpha for over 12 months | Installations should maintain the same levels of security as in previous years of higher THREATCON | Implement comprehensive prevention program based on prioritized threats |
| Youth Programs | Increased demand for high quality middle age and teen programs to avert youth misconduct | Develop new programming responsive to the needs of community youth. | Use the Boys and Girls Club of America criteria for quality to assess and improve facilities and programming. |
| Facilities & Infrastructure | Aging infrastructure with diminishing resources for repair and upgrade | Utility systems, particularly those that support increased automation requirements must be upgraded. | Continue privatization process and identify new areas for potential contracting. |
| Readiness & Deployment Support | Increased demand to provide multiple customers with Blocking, Bracing and Tie-Down equipment | This requirement should be met with both 100% accuracy and timeliness | Maintain BB&T contingency of 100 sets and maintain in close proximity to railhead for faster customer service. |
| Fiscal Stewardship | Diminishing resources available for Base Operations | Level of service should remain the same and improve in some areas | Continue to analyze BSB processes and identify areas that can become more efficient |
| Environmental Stewardship | Reluctance of AFH residents to separate or recycle trash | Costs of solid waste management should decrease annually | Enforce SORT SOP thru proactive monitoring of recycling points and increase community awareness. |

Figure 3.1-3

The Directorate of Community Activities (DCA), targets potential Customers through its Leisure Needs Survey which identifies recreation and entertainment activities of interest to the community that are not provided on-post (Figure 7.2-10). Our new Teen Center at Leighton Barracks, with exponentially increased patronage, is a good example of how this data is used to capture new markets.

3.1a(2) Key Customer requirements and drivers of purchase decisions are determined at two levels, through two different mechanisms in the 417th Base Support Battalion. Because of the diversity of our products and services, we adopted our Overarching Customer Requirements in 1999. Determined through surveying our Customers as to which service aspects were most important to them, they have resultantly become our Customer Services Standards - our "We Guarantee It!" Program. In all BSB facilities we guarantee:

- Courteous and Respectful Treatment
- High Quality Products and Services
- A Clean, Organized Facility
- Timely and Accurate Information
- A Fair Price
- A Customer-Focused Staff

Additionally, the 417th BSB maintains over 40 CICs (Figure 3.2-1) which provide the opportunity for our Customers to voice complaints or concerns, and assists the battalion in gleaning valuable information on our key Customer requirements. Key Process Teams and KSPOs use complaint, performance and comparative data from

Just as our Customer base is varied, so too is the 417th Base Support Battalion's approach to listening and learning from each of these key groups. Customer Information Channels established to obtain information from units and their Commanders, such as Tactical Commanders' Conferences and Master Planning Board Meetings, are regularly scheduled. These formal, pre-prepared briefings are designed to maximize available time and allow for inclusion in the unpredictable schedules of military leaders. Feedback from family members is encouraged by providing ongoing, less formal, point-of-service mediums such as comment cards, Teen Web gatherings, Townhall Meetings, and surveys. Other mediums are specifically established as a formal means of obtaining feedback from several Customer groups concurrently. Participants are selected to represent a cross-section of the overall market, thereby ensuring that the feedback received reflects the interests and concerns of all groups affected. Some of these channels include the Human Resources Council (HRC), Commissary Club Council, and Health Promotions Council.

3.1a(3) The CICs of the 417th Base Support Battalion provide us with the means to determine and project key product and service features, as well as their importance to relevant Customer groups. This feedback from our current, past, and future Customers is provided to KPTs and KSPOs who also analyze Customer satisfaction and focus group survey results, data on the percentage of complaints solved at the lowest level, percentages of Customer contact requirements met, comment card results, Customer competitive comparisons, and rates of positive referral. This feedback is used in determining, predicting, and prioritizing key product and service features.

Those identified to be of the highest priority become part of the improvement strategies and objectives of the teams. Using the process illustrated in Figure 3.1-4, we integrate these requirements into product planning and the design of new products and services.

Identifying New Product & Service Opportunities

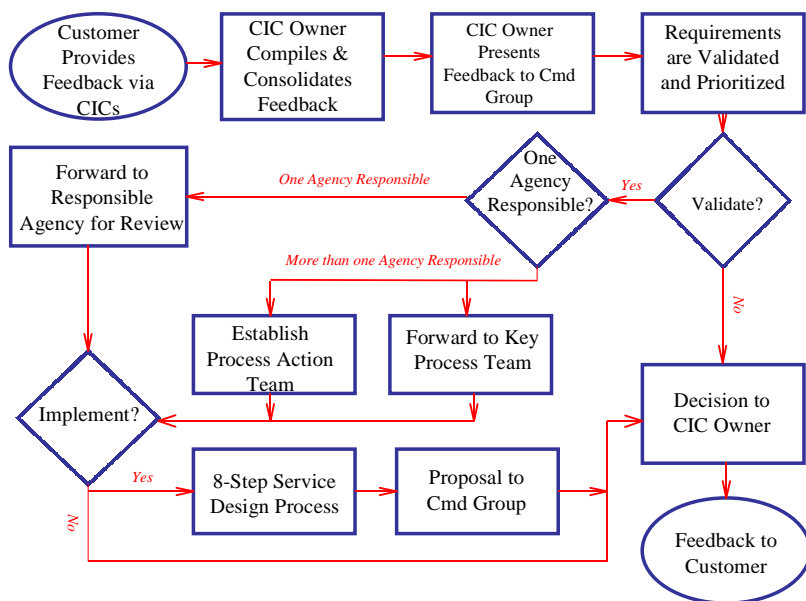


Figure 3.1-4

3.1a(4) We keep our listening and learning methods current with business needs and direction through the SPP and the CFC. The ESC, STAR, KPTs and KSPOs are responsible for strategic planning, and are therefore charged with determining changes in our business direction. The STAR, KPTs and KSPOs determine how these changes will impact listening and learning strategies, and task the CFC with related analysis, review and the implementation of any necessary changes in our approach to listening and learning from our Customers (Figure 3.1-5).

Evaluation of the CIC Feedback Process

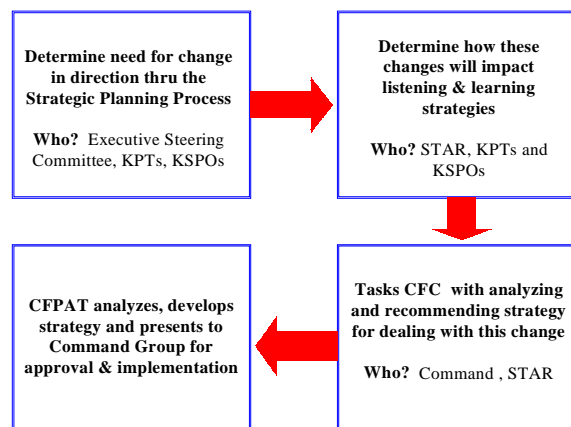


Figure 3.1-5

Additionally, the CFC meets annually to evaluate the effectiveness of existing CICs, and to recommend and implement approved changes. The criteria that the CFC uses in its evaluation are:

- Comment card utilization by facility
- Participation rates in forums (Townhall & council Meetings, etc)
- Percentage of surveys (completed)
- Degree to which CICs provide easy access for all Customer groups
- Degree to which the 417th BSB gleans Customer satisfaction data for all key requirements, of all key processes
- Feedback from our Customer Satisfaction KSPO and Command Group on the appropriateness of the Balanced Business Scorecard (BBS) weighting (Figure 7.1-1)

As a result of the 1999 review, the CFC determined that our teen and youth Customer groups were not given adequate opportunities to voice concerns or complaints. Resultantly, semi-annual focus groups with surveys were developed and administered. Feedback from these forums indicated that teens were dissatisfied with their existing centers. For this reason the renovation of these three facilities has become a top priority for the 417th BSB, with much of the work already being completed.

3.2a(1) The 417th Base Support Battalion has historically determined our Customer contact requirements through the STAR and Environmental Scan phase of the SPP. The CFC is now primarily responsible for accomplishing this. This team was specifically chartered to "...determine the most effective means of obtaining feedback from our Key Customer Groups, and for developing a plan for the continuous review of the same."

For each of our Strategic Areas, the Commander ensures that there is at least one CIC specifically designed to allow Customers, by group, the opportunity to obtain information, seek assistance and voice concerns; and that these feedback channels facilitate minimal waiting time for response (Figure 3.2-1). For example, in every facility of the 417th BSB, the "We Guarantee It" poster, which outlines our service standards, is located at each customer service area. This poster encourages Customers to complete a comment card, which is conveniently located in close proximity, with a dropbox nearby to facilitate quick receipt and efficient processing. The 417th BSB operates a 24-hour Commander's Hotline, where any complaint can be received at any time of the day with the assurance that a response will be provided within 24 working hours of their call.

Annually, the CFC scrutinizes each of our key Customer groups and their related requirements, and determines whether feedback channels are adequate to facilitate this objective. Careful study is given to how proactive feedback channels are in soliciting feedback, and how easy it is for our Customers to provide their input. Placing our comment card on the Web Page of the 417th Base Support Battalion is a good example of how the CFC plans to enhance our Customer's ability to tell us what they think.

| Customer Information Channels | Strategic Area | Frequency | Youth 0-6 | Youth 6-12 | Youth 13-18 | Parents | Servicemembers | Tenant Units/Agencies | Spouses | Retirees | Higher Headquarters |
|--|----------------|-----------|-----------|------------|-------------|---------|----------------|-----------------------|---------|----------|---------------------|
| AAFES Council Meetings | 3,6 | Q | | | | | X | X | X | | |
| AFAP | 3,4 | A | | X | X | X | X | X | X | X | |
| Alcohol & Substance Abuse Meetings | 2,4 | M | | X | X | X | | | | | |
| ASG Command & Staff | All | W | | | | | | | | | X |
| Better Opportunities for Single Soldiers | 3,5 | O | | | | | X | | | | |
| Church Councils | 3 | W | | | | | X | | X | | |
| Club Beyond | 3,4 | W | | X | X | X | | | | | |
| Commander's Hotline | All | O | | | X | X | X | X | X | X | X |
| Commissary Council | 3,5 | M | | | | | X | X | X | | |
| Community Coordination Meetings | 3,8,9 | M | | | | | | X | | | X |
| Community Planning Workgroups | 3,8,9 | Q | | | | | | X | | | X |
| Community Relations Advisory Council | 3,7 | Q | | | | | X | X | | | X |
| Customer Climate Survey | All | O | | X | X | X | X | X | X | X | X |
| Customer Comment Cards | All | O | | X | X | X | X | X | X | X | X |
| DARE | 2,4 | O | X | X | X | | | | | | |
| Environmental Quality Control Council | 7,9 | Q | | | | | X | X | | | X |
| Gold Medal Panel | 4,5 | O | X | X | X | X | | | | | |
| GREAT | 2,4 | O | X | X | X | | | | | | |
| Health Promotions Council Meetings | 1,3 | Q | | | | | X | X | X | X | X |
| Human Resource Council | 6,9 | Q | | | | X | X | X | X | | X |
| IG Sensing Sessions | All | O | | | | | | | | | |
| Joint Action Work Group Meetings | 2 | Q | | | | | | X | | | X |
| Kid Care | 2,4 | A | X | X | X | X | X | | | | |
| Leisure Needs Survey | 3,5 | T | | X | X | X | X | X | X | X | |
| Married Servicemembers Focus Groups | 3,4,5 | S | | | | | X | | | | |
| Master Planning Board Meetings | 8,9 | Q | | | | | | X | | | X |
| Mystery Shopper Program | 3,4,5 | O | | | X | X | X | X | X | X | |
| Parent Advisory Council | 4,5 | M | | | | X | | | | | |
| Parents and Center Staff Meetings | 4,5 | W | | | | X | | | | | |
| Parents Focus Groups | 4,5 | S | | | | X | | | | | |
| Quarterly Training Briefs | 1,9 | Q | | | | | X | X | | | X |
| SAS & Teen Participant Survey | 4,5 | A | | X | X | | | | | X | |
| School Advisory Council Meetings | 4 | Q | | | | X | | | | | |
| School Age Services Customer Survey | 4,5 | A | | | | X | | | | | |
| Senior Spouses Roundtable | 3,4,5 | Q | | | | | | | X | | |
| Single Servicemembers Focus Groups | 3,5 | S | | | | | X | | | | |
| Spouses' Focus Groups | 2,3,5 | S | | | | | | | X | | |
| Tactical Commander's Conferences | 1,2,3,5,8 | Q | | | | | X | X | | | X |
| Tactical Commanders' Focus Groups | 1,2,3,5,8 | S | | | | | | X | | | X |
| Teen Councils | 4,5 | B | | | X | | | | | | |
| Teen Program Participant Surveys | 4,5 | S | | | X | | | | | | |
| Teen Symposiums | 4,5 | A | | | X | | | | | | |
| Townhall Meetings | 2,3,4,5,8 | Q | | | X | X | X | X | X | X | |
| Training Resource Conferences | 1,9 | Q | | | | | X | X | | | X |
| Walking Patrols | 2 | O | X | X | X | X | X | X | X | | |
| Youth 12-18 Focus Groups | 4,5 | S | | | X | | | | | | |
| Youth 6-12 Focus Groups | 4,5 | S | | X | | | | | | | |

Legend for Frequency Rates:

O – Ongoing **W** – Weekly **B** – Biweekly
M – Monthly **Q** – Quarterly **S** – Semi-annually
T – Triennially **A** – Annually

See Figure 2.1-4 for Strategic Area Reference

3.2a(2) Customer contact requirements were determined by a survey conducted in 1999, where we asked our Customers what their expectations were and developed the results into our Overarching Requirements. Our comment cards ask each Customer how well these standards, posted in all facilities, are being met. While results are analyzed on a quarterly basis by the Command Group, at the Business Results Brief (BRB) (Figure 7.1-6), more often, they are used as tools by directors and facility managers to determine what can be done to ensure they are continuously

improving. For example, results indicated that the standard for a friendly and Customer-focused staff at the Housing Office was not being met at a satisfactory level. To correct this, the Housing Chief launched an intensive Customer Service campaign which has reflected a marked improvement in recent comment card scores for this area. Our Central Issue Facility (CIF), which consistently scores well in relation to all of our standards receives lower ratings for a clean-well-organized facility, due to aging and apparent disrepair of the physical structure itself. Interpolating data gleaned from the Customer Comment Database (CCDB), a much needed upgrade to the facility has been designed and approved with work scheduled to begin this year.

3.2a(3) The 417th Base Support Battalion's complaint management processes are designed to regain Customer confidence quickly by resolving complaints at the lowest level (Figure 7.1-5), promote learning from experience and prevent reoccurrence, and to improve organizational performance.

We have a three-pronged approach to managing complaints. First, if concerns or complaints are expressed through one of our CICs (excepting CCCs), they must be addressed in our CIC checklist along with the complaint resolution or strategy for resolution should the issue not be immediately resolved. Mandatory distribution is made to the Command Group, the STAR, KPTs, KSPOs and the Customer Service Representative (CSR), who review this feedback and collectively ensure that issues are resolved in a timely manner. A second process is used when Customers express complaints through the Customer Comment Card Program (CCCP), illustrated in Figure 3.2-2. Review and analysis of comment card results is conducted at least quarterly during the BRB, but more often if trends have been noticed or if there is particular interest in a program or facility. Database reports covering comment card results

Figure 3.2-1

and outstanding or overdue responses are made available for analysis to all levels within the organization for use as an effective tool in measuring and managing Customer feedback.

In all cases, the preferred method of complaint resolution is "on the spot." When complaints are 'informal' or addressed at the point-of-service, it is the frontline employee who is initially responsible for satisfactory resolution. With this in mind, the 417th BSB recognizes these employees as critical to the successful operation of our activities. They are APIC-trained, understanding that it is our Customer who determines quality,

and that they are empowered to do what is necessary to resolve complaints immediately (Figure 7.1-5).

417th BSB Customer Comment Card Process

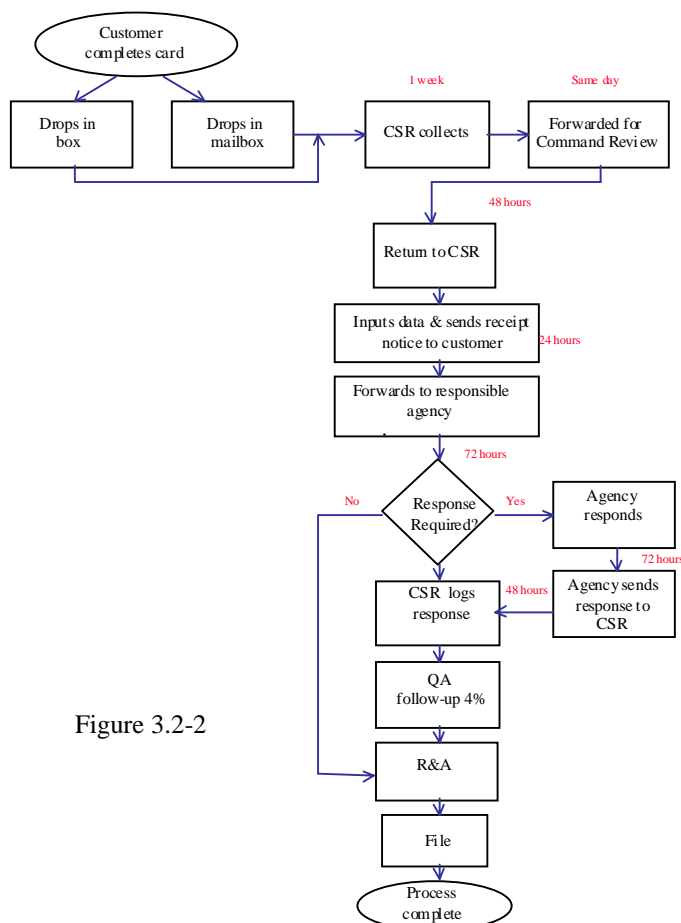


Figure 3.2-2

3.2a(4) As outlined in 3.2a(2) and 3.2a(3), the 417th Base Support Battalion has effectively determined what is most important to our Customers and we do it consistently. However, we recognize follow-up as a critical element in building positive relationships with our Customers. In addition to the measures identified in 3.2a(3), the CSR is responsible for making follow-up calls on a minimum four percent of the total number of comment cards received monthly. The purpose of this random sampling is to ensure that our Customers not only received a timely response, but that there was satisfactory resolution to their comments or complaints as well.

Our CIC feedback process ensures that all complaints are dealt with efficiently, effectively, and in a timely manner. Additionally, the Customer Satisfaction KSPO continuously monitors results of the scorecard for this Strategic Area (Figure 7.1-1) to ensure that the tools we have in place for relationship-building are effective.

3.2a(5) Our CFC, with feedback from ESC and STAR, reviews annually the viability and effectiveness of our

Customer Information Channels (CICs) in fulfilling their established purpose (Figure 3.1-5). Similarly, this committee is chartered to create, evaluate and improve feedback channels to the degree that it gives Customers a legitimate, meaningful way of expressing satisfaction or dissatisfaction with existing programs; gleaned from that feedback, valuable and meaningful data which enables our managers and process owners to continuously improve their products and services. However, this is not the sole responsibility of the team. Input on recommendations to existing processes comes to the CFC from staff members, Customers and CIC owners. If it is within the scope of their charter, the CFC team members are empowered to effect necessary changes. If the evaluation falls outside the scope of the charter, the CFC will enlist the support of the STAR and when necessary, the Command Group.

3.2b(1) The 417th Base Support Battalion maintains several methods for quantifiably gauging levels of Customer satisfaction. These methods are varied, and allow us to segment results by key Customer group, key process and by individual activities. In addition to the CCCP, the 417th BSB conducts an ongoing Customer Satisfaction Survey (CSS) which asks our Customers to rate the quality of all activities, as well as those of our partners and suppliers. The STAR coordinates focus groups semi-annually with representatives from each key Customer group, surveying participants as to the quality of products and services identified as key requirements. Other direct measures include Complaint Resolution Rates, Customer Competitive Perception, and Rates of Positive Referral. We use several indirect measures of Customer Satisfaction as well, including feedback from any of the CICs and Commander's Hotline calls.

3.2b(2) In addition to the procedures written into the CCCP and the CIC Feedback Process, the 417th Base Support Battalion employs several other methods of actively following up with our Customers on products, services, and recent transactions. These methods include surveys, point-of-service inquiries, and After Action Reports (AARs).

3.2b(3) Our CCCP also provides us with valuable information on satisfaction relative to our competitors. Our Customers are asked to rate the facility or activity on a scale of 1-5, as it relates to similar activities they have experienced within USAREUR (Figure 7.1-8). Focus group surveys ask representatives from each Key Customer Group to compare the 417th Base Support Battalion facilities and activities with other institutions or agencies providing similar products and services. Additionally, with the standardization of the Customer Satisfaction Survey within USAREUR, we competitively compare ourselves to our sister BSBs. Because the nature of activities on Army garrisons in the United States is very similar, the 417th BSB benchmarks Customer satisfaction data from Chief of Staff of the Army winners in the Army Communities of Excellence (ACOE) competition. With this information, our directors and managers have the platform they need to develop improvement plans for their activities and facilities.

3.2b(4) The CFC has primary responsibility for the evaluation and improvement of our approach to determining our Customers' satisfaction, using the same process described in 3.2a(5) and Figure 3.1-5.